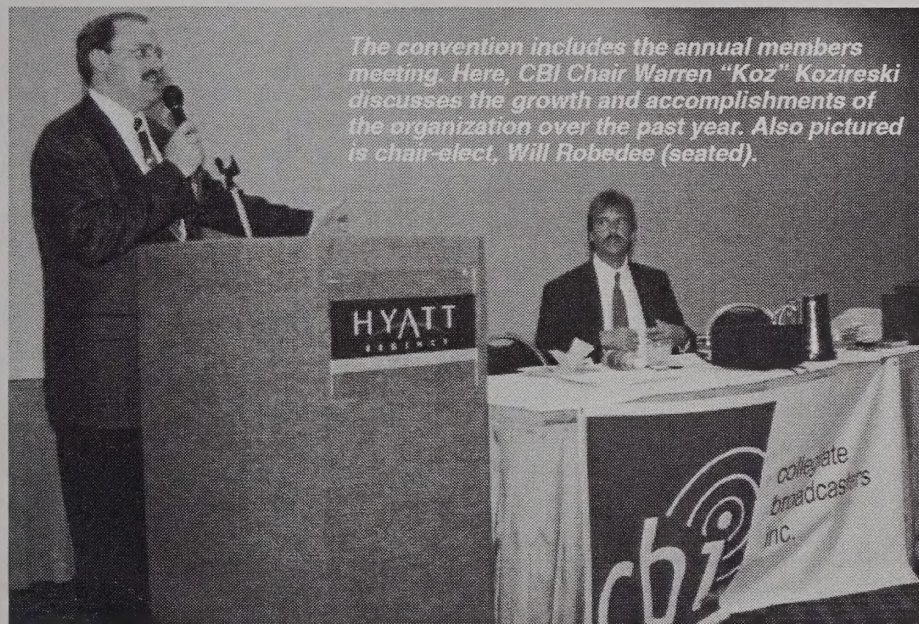




The convention includes the annual members meeting. Here, CBI Chair Warren "Koz" Kozireski discusses the growth and accomplishments of the organization over the past year. Also pictured is chair-elect, Will Robedee (seated).

'Koz' Steps Down, New Directors, Chairs Named

Warren "Koz" Kozireski has wrapped up a highly successful term as CBI board of directors chair. He has overseen the huge growth and development of CBI over the past two years. This includes doubling the number of members in the past year, the CBI-signed Web casting deal, and the creation of the National Student Production Awards. Koz is the General Manager of student radio station WBSU and an instructor of Communication/Broadcasting at SUNY-Brockport. He has agreed to coordinate next year's National Student Production Awards.

CBI members re-elected Will Robedee, CBI vice chair and General Manager of KTRU and Staff Adviser for Rice Broadcast Television (RBT) at Rice University in Houston, to the board of directors. Robedee assumed the chair position on December 1. CBI members also elected Rob Bigalke, program advisor for KLSU-FM and Tiger TV at Louisiana State University, to the board of directors. Bigalke assumed the vice chair position on December 1. Election commissioner Greg Newton reported the two were elected from a field of five candidates.

Two CBI board members' terms continue for another year. Dan Knight, adviser to KVR-TV at the University of Texas at Austin, continues as CBI Secretary-Treasurer. Gary Hawke, General Manager of KJHK, KUJH-TV and the Digital Jayhawk at the University of Kansas will continue as development director.

The CBI board named the following committee chairs:

Publications

Bill Neville, Georgia Southern University

Newsletter "CBI Insights" Editor-in-Chief

Larry Burkum, Drury University

Fall Convention Cybercast

Dan Schumacher, Texas State University-San Marcos

Spring Convention Chair

Eloise Greene, Ithaca College

Awards Coordinator

Warren 'Koz' Kozireski, SUNY-Brockport

Elections Commissioner

Greg Newton, Ohio University



The board is seeking someone to serve as chair of Membership Services/Data, and someone to serve as chair of Web Page Content. Please contact Will Robedee at willr@rice.edu to volunteer for either position. Help is also needed at all levels for the 2004 Fall conference in Nashville! Contact Rob Bigalke at rbigalke@lsu.edu to volunteer.

CONVENTION IS TEXAS-SIZED

The CBI 2003 annual convention held in Dallas was a big hit in many ways! Over 2,600 college media students and faculty advisers (roughly 250 of them broadcasters) attended the conference. The event marked a "triple double" for 2003: double the number of sessions from the previous year, more than double the number of broadcast vendors participating in the trade show, and a doubling of the membership of CBI over the past year.

CBI provided 70 broadcast-related sessions with industry professionals, lawyers, the executive director of SoundExchange, advisers, managers and, of course, students. These sessions featured speakers from diverse media organizations including Belo Corp., National Public Radio, WAY-FM, Salem Radio Network, Live 365, MediaUnbound, Inc., Communications Technologies, Inc., Society of Broadcast Engineers and many others!

Some of the best sessions (over a dozen) were the student-only roundtables where peers were able to discuss issues unique to their situation.

The conference has generated some very positive feedback from those in attendance:

- "my students came back energized" - Dave Black, General Manager WSUM-FM 91.7, University of Wisconsin-Madison
- "The entire weekend was a great resource to our

station." - Stephen Miles, General Manager WTUL-FM New Orleans, Tulane University

- "THANK YOU! This was the best attended college radio conference I've seen in many, many years! The students were excited, the sessions were solid, and my own students came back with notebooks full of ideas. The overlap of other media really added to sessions as well, introducing different perspectives and ideas to issues." - John Devecka, WLOY Operations Manager, Loyola College in Maryland
- My students couldn't stop talking about what they learned and experienced during the entire 8-hour drive back to Springfield. I expect that energy will be passed on to those students who didn't attend, and have already had both radio and newspaper students ask if I'll take a group next year." - Larry Burkum, KDRU Adviser, Drury University, Springfield, Missouri.

Don't forget that CBI programs and participates in the broadcast portion of the Spring Convention in New York City. The event will be held March 18-20, 2004 at Roosevelt Hotel! More information is available on the convention page (www.collegebroadcasters.org/convention.shtml).

Start planning to attend the BIG 2004 Fall Student Media Convention at the Nashville Convention Center in Nashville, Tenn., November 4-7, 2004. We also provide YOU the opportunity to help program the convention! Check the CBI web site (www.collegebroadcasters.org) for updates.

Strategies for a Winning Radio Station

by **FRANK J. HOGAN**

General Manager, WGLS-FM
Rowan University

Building a winning radio station requires an examination of all departments and the implementation of various organizational techniques. This article looks at some of the more critical operational areas and offer some suggestions.

Management

Although there are various styles of management, I find the team concept the best approach. The best analogy is to structure the radio station staff like a winning football team - the general manager is the coach, the department directors act as assistant coaches and the staff members who contribute the most get to play on the starting team. When considering contributions, however, many times player attitude is more important than ability. Someone who is dedicated and willing to give is often more valuable than someone who is great on-the-air, but doesn't go the extra mile.

A successful management team might consist of a station or general manager, an operations manager, a sports director, an underwriting director, a news director, and a traffic director. For the many college stations that follow a block format, I recommend individual music department heads rather than just one program director. This combination of staff allows more students to participate in the decision making and contribute to the overall operation of the station. A good way to get new people involved is to appoint them as assistant department heads. Although they are not members of the executive staff, it allows them to become more familiar with the position and they serve as an important backup to the department head.

Another important area of concern is how to communicate with a large volunteer staff on issues affecting them. One way is to post a giant bulletin board in a central location at the station and require each member to check the board

every time he or she is in the station. The board must be kept neat and organized and all memos and information posted must be typed, dated and signed. The bulletin board should only be used for station business, not for selling textbooks or finding roommates.

Creating A Need

Unfortunately, many students feel there is an adversarial relationship between the radio station and the administration of the college or university. But, taking potshots at the administration on-the-air only guarantees that if they aren't the enemy, they will be. The bottom line is that the station is (in most cases) licensed to the institution, and, like it or not they are in charge. This means that if they want to they can dictate policy, format or pretty much anything else they want. A more positive and beneficial approach is to have the entire station team work to make the station an important part of the school. Broadcasting campus events such as a speeches by visiting dignitaries, placing a major focus on covering sporting events (especially away games) helps make the station a vital service link to the institution.

Organization

The first step in building organization is to gather everything you want to say to a new member and then put it in some kind of logical order. Probably the best way to do this is to create a station operating manual. The manual can either be given to new members or the station can charge a small fee to defray duplicating costs.

A station manual should include:

- **Station Operations** - including general background information about the station, a block diagram of the station organization and the duties and responsibilities of each executive staff member (from opening the mail to filling in shifts). Specific penalties for violations (e.g. one week suspension for missing an air shift without prior notice) should also be included.
- **Studio Operations** - including information on console operations, microphones, recording systems, equipment upkeep and remote broadcasts.

- **Format** - basic rules regarding on-air etiquette, performing stop sets and a hot clock demonstrating your hour-by-hour format.
- **Transmitter Operations** - including instructions on transmitter operations and filling out a station operating log.
- **Legal Operations** - including information about the Emergency Alert System (EAS), the station policy on airing profanity and obscenity, and various rules regarding payola, plugola, rebroadcast of telephone conversations and station identification announcements.
- **Glossary** - including a list of common broadcast terms.

It is vital that all of the responsibilities (from opening the mail to filling in shifts) be in writing, preferably in the station operating manual.

Marketing & Promotions

Although many stations operate within a limited budget, promoting the station is extremely important and there are a number of inexpensive ways to enhance your station's image both on and off campus. Inexpensive promotions can range from distributing flyers to the dorms and utilizing campus wide e-mail, to broadcasting live campus events, or sponsoring a service project such as a blood drive.

One good way to attract new campus listeners is to schedule special programming the day new students move into the dorms and hand out flyers welcoming the students and their parents as they drive onto campus. You'll create a ton of good will as well as encouraging new students to tune in.

Building a successful radio station requires a highly organized staff with a positive attitude. Developing a staff that can work together as a winning team will initiate growth in your station's popularity both on and off campus.

EDITOR'S NOTE: CBI welcomes the contributions of Mr. Hogan and his thoughts concerning college radio operations. We also recognize that each station's situation is unique, but believe we all benefit from sharing our ideas. We therefore encourage others to contribute to CBInsights as well.



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Post Office Box D
Austin, TX 78713

Questions?
Comments?
Suggestions?
Please contact CBI.
Phone: (585)-395-5626
or (713)-348-2935
Email: chair@collegebroadcasters.org

Email: vc@collegebroadcasters.org
Web: <http://www.collegebroadcasters.org>

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Newsletter "CBInsights"
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**Fall Convention
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Dan Schumacher, Texas
State University-San
Marcos

Spring Convention Chair
Eloise Greene, Ithaca
College

Awards Coordinator
Warren 'Koz' Kozireski,
SUNY-Brockport

Elections Commissioner
Greg Newton, Ohio
University

Looking for a Job? Got An Opening?

CBI now has working relationships with some of the nations leading broadcast employers! An active list of openings is posted at [www.collegebroadcasters.org/job\\$.html](http://www.collegebroadcasters.org/job$.html). We will continue to develop relationships with employers to promote career opportunities, actively reaching out to ensure that as many jobs and internships as possible are included on the CBI web site. If you are interested in supporting this outreach effort, please contact Will Robedee at willr@ktru.org.

'Starting A Station' Notes Available

John Deveka of Loyola College is making handouts from the "Starting A Station" session at the Dallas convention available in PDF format to anyone who missed the session. He will also help put you in touch with the other session speakers if you have questions in specific areas. Please contact John at wloy@loyola.edu or (410) 617-5349.

Join the E-Mail List!

One of the best benefits of CBI is the sharing of knowledge and experience. The easiest way

to tap into this resource is to join the E-mail List. Actually there are two... one for all members and the other (FS) for faculty and staff.

To join the CBI E-Mail List, send an e-mail to listserv@listserv.syr.edu. In the body of the message, type "Subscribe CBI" (without the quotes).

To join the CBI-FS E-Mail List, send an e-mail to listserv@listserv.syr.edu. In the body of the message, type "Subscribe CBI-FS" (without the quotes).

Two Honored for Distinguished Service

College Media Advisers presented the Reid H. Montgomery Distinguished Service Award to Will Robedee and Joel R. Willer at the National College Media Convention in Dallas. The award perpetuates the memory of the former president of the National Council of College Publications Advisers who died in 1993. It is presented to individuals or institutions that have made an outstanding contribution to collegiate media or media advising.

Robedee, CBI Vice Chair, is the General Manager of KTRU, and Staff Adviser for Rice Broadcast Television (RBT) at Rice University in Houston. Willer is General Manager of KXUL at the University of Louisiana-Monroe in Monroe, Louisiana.

CMA honored the two for their efforts in securing a deal allowing for discounted Webcasting fees for college radio stations. Robedee and Willer spent their own time and their own money, making trips to Washington D. C. and contacting college radio students and advisers, professional organizations and members of Congress.

According to CMA, Robedee and Willer gave unselfishly of their time and money to help college media "in a way that brings honor and distinction to all that Reid Montgomery stood for and in the spirit of the award CMA created to honor him." Without their efforts, many college stations' Internet presence (for many of them their only presence) would have been silenced.



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A full house attended the National Student Production Awards ceremony on November 7th. Awards were presented in over 20 categories.

CBI Awards Announced



Gloria Campos of WFAA-TV in Dallas announced the winners.

CBI announced the winners of the annual National Student Production Awards contest November 7th at the annual fall convention. Awards coordinators Warren Kozireski and Dan Knight received dozens of entries in over 20 categories. Numerous professionals from around the country judged the entries between June and August. Gloria Campos of WFAA-TV in Dallas presented the awards. A complete list of finalists and winners for this and previous years is available on the CBI web site (www.collegebroadcasters.org/awards.shtml). Congratulations to all finalists and the winners!

Television

- Best VJ Aircheck**
Colorado State University -- CSU
- Best Promo For Station Or Student Media Outlet**
University of Texas -- KVR-TV "Adrenaline"
- Best Public Service Announcement**
Louisiana State University -- Tiger TV "SEAC PSA"
- Best Newscast**
Colorado State University -- CSU
- Best News Reporting**
University of Texas -- KVR-TV
- Best Feature Broadcast**
Tulane University -- TSTV 3
- Best Technical Production (tie)**
Rowan University -- Rowan University
University of Texas -- KVR-TV
- Best Sportscast**
Colorado State University -- CSU
- Best Sports Play-By-Play**
Ithaca College -- Ithaca College Television
- Best Music Video Production**
Winona State University -- Winona State NBS Chapter



Dan Schumacher of KTSW, Texas State University-San Marcos accepts the Best Sports Play-By-Play (Radio).

- Best News Reporting**
SUNY Brockport -- WBSU
- Best Feature Reporting**
Northwestern University -- WNUR
- Best Documentary**
Rowan University -- WGLS "God, Yes"
- Best Technical Production**
Northwestern University -- WNUR
- Best Sports Reporting**
Marshall University -- WMUL
- Best Sports Play-By-Play**
Texas State University-San Marcos -- KTSW

Combined

- Best Student Media Web Site**
University of Pennsylvania - UTV13

Radio

- Best DJ Aircheck**
Colorado State University -- KCSU
- Best Promo For Station Or Student Media Outlet**
Marshall University -- WMUL
- Best Public Service Announcement**
Columbia College -- WCRX
- Best Newscast**
Northwestern University -- WNUR "October 25, 2002, 5pm"



The annual Cybercast included impromptu live performance by Richelle Crane. Jeff Seifried and Brett Johnston listen to P...

A Semester's Worth

The CBI fall convention included a unique workshop for student journalists. National Public Radio's Next Generation Radio Journalism Project teamed mentors to work one-on-one with students. Stories were organized into a complete radio news magazine played to an audience in the conference ballroom.

As one observer put it, these students learned a semester's worth in just 4 days! The final product of their work can be found on the CBI web site (collegebroadcasters.org/convention.shtml).

The mentors included Michelle Betz, former CBC producer and now broadcast journalism instructor at the University of Central Florida; Sarah Hughes, reporter for NPR member station WAMU in Washington D.C.; Bill Zeeble, reporter for NPR member station KERA in Dallas; and Doug Mitchell, Project Manager for NPR's "next generation radio."

Participating students included Rolando Maldonado of Arizona State University in Tempe, Arizona; Marc Femenella of Savannah College of Art and Design in Savannah, Georgia; Marika Kraus, News Director of KCSU at Colorado State University in Ft. Collins; and John Holland, reporter for KCSU at Colorado State University in Ft. Collins.

Special thanks go to Frank Christel, General Manager and Operations Director of KWGS in Tulsa, Oklahoma who provided the technical set up and computers for this project, and to KE...



visiting artists. Here, KDRU-Drury University staff members (left to right) Nevland Band members Peter Nevland (at mic) and Paul Finley perform.

Cybercast Features Live Music Performances

CBI produced its third consecutive "Cybercast" live from the floor of the exhibit area at the convention in Dallas. The cybercast again showcased programming by students from across the nation. But this year, it was also host to two live music performances.

Peter Nevland and Paul Finley of The Peter Nevland Band had been handing out CDs and chatting with visitors to their exhibit booth when they were invited to do an impromptu performance for the KDRU cybercast. The duo played a couple songs and discussed their style of "spoken groove" or "poetry slam jazz."

Kim Brown of the band Frankly Scarlet participated in the conference session on staging a concert. She talked about the issues of a concert from the artists side and gave suggestions about setup and hospitality. The next day, she and her sister Kelly performed acoustically for the WLOY live cybercast and discussed some new stage projects that they have in the works.

Students from Texas State University-San Marcos, San Antonio Community College, Drury University, University of Hawaii, Loyola College, and Louisiana State University each produced segments of the cybercast.

Our thanks to Dan Schumacher and the staff of KTSW-FM at Texas State University-San Marcos for coordinating and hosting the cybercast. Many thanks, also, to our cybercast sponsors: Music Masters (booth sponsorship), Autogram (audio console, mics, monitors & amps), Live365.com (streaming provider) and Comrex (Comrex remote equipment).

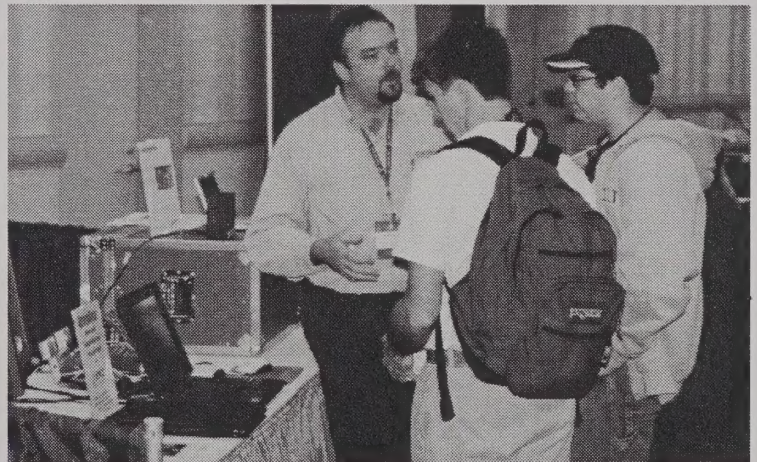
of Training in 4 Days!

who provided a studio. Thanks also to KERA News Director Yolette Garcia.

CBI and NPR have committed to making this unique opportunity available next year at the fall conference in Nashville.



One of the best parts of the convention is comparing notes with students from other colleges and universities. Staff members from student newspapers, yearbooks, as well as radio and TV stations attended the conference.



The convention's trade show featured more than double the number of participating broadcast equipment vendors from last year. CBI members talked with representatives from such companies as Prophet Systems Innovations, Music Master, Live365.com, Comrex, Broadcasters General Store, and Videotek Systems, Inc.

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Professional/Business Membership	\$120 a year	Dual CBI/CMA Individual Membership	\$160 a year
Contact CBI for Corporate Sponsorship Opportunities			

STATION MEMBERSHIP

Station _____	School affiliation _____
Address _____	Adviser/Staff Contact _____
Station E-Mail _____	Primary Contact (if not Adviser) _____
City/State _____	_____
Zip Code/ Postal Code _____	Primary Contact E-Mail _____
Station Phone _____	Primary Contact Phone _____
Fax _____	Station website _____

TYPE OF STATION

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Frequency _____ Power Output/Class _____ Primary Format _____

TV
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If yes, which satellite/format (i.e. PRSS, SEDAT, Video Subcarrier, C, Ku) _____

INDIVIDUAL/PROFESSIONAL MEMBERSHIP

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|--|--------------------------|
| • Discounted Conference Attendance for Station Staff | • Newsletters |
| • Discounted Engineering Services | • Legal Consultations |
| • Networking | • Discounted Webcasting |
| • Access to CBI Web Site and Listserv | • CBI Awards Competition |

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The 411...

Important renewal reminders for FCC licensed stations:

- Florida, Puerto Rico, and Virgin Islands stations need to have completed their post-filing license renewal announcements by December 16th, and within 7 days place a statement of compliance in the public file.
- Stations in Alabama and Georgia should have filed their license renewal application on December 1st and need to air their post-filing announcements through February 16, 2004.
- Arkansas, Louisiana and Mississippi stations should already be airing pre-filing announcements and file their application for license renewal on February 1, 2004.
- Stations in Tennessee, Kentucky and Indiana should begin airing their pre-filing announcements on February 1, 2004.
- For additional information, including a complete list of deadlines, visit www.collegebroadcasters.org

Reminder for all FCC licensed stations:

- January 10th is the deadline for putting a copy of your Issues and Programs list in the public file. As per 73.3527 (e)(8) of the rules, "The list shall include a brief narrative describing what issues were given significant treatment and the programming that provided this treatment. The description of the programs shall include, but shall not be limited to, the time, date, duration, and title of each program in which the issue was treated."

What is CBI & Why Should YOU Be a Member?

Collegiate Broadcasters Inc. (CBI) is a non-profit organization representing those involved with college electronic media outlets. CBI's members consist of all forms of radio (LPFM, cable, carrier current, web, FCC licensed and more), TV (broadcast, cable and web), and others with an interest in student-operated electronic media. CBI's associate members include organizations with an interest in the development of student media.

CBI's board and members are involved "in the trenches" and we like to share what we have learned via many modes of communication, the forefront of which is the CBI listserve, where members share thoughts, questions, concerns and more on a daily basis throughout the year. We are active in shaping the future of college media, as evidenced by the webcasting negotiated settlement. CBI recognizes

that each station is different. We respect those differences and more importantly, we applaud them. One way in which we recognize the unique attributes of each station is to post their organizational documents on our web site. We help each station by informing them of changes in the laws, rules and regulations. We also facilitate the discussion of issues related to student-operated electronic media.

CBI provides resources to our members. These resources are often technical, legal, organizational, promotional, and political.

Membership also entitles stations to send students to the annual conference at a discount. If you send at least four members, the savings will more than pay for membership! Membership also entitles members to a discount at the annual spring conference in NYC. CBI actively participates in the conference by pro-

gramming and participating in the broadcast sessions.

Each year at the national convention, there is an awards ceremony. Each member station is entitled to enter the awards competition, with **NO ENTRY FEE**. This alone can more than offset the cost of membership!

Then there are **MORE** discounts! CBI has a growing list of partners who offer discounts on top of their normally discounted prices for educational stations.

Why not join CBI today and start saving money! You'll find a membership application included in this newsletter. While you are saving money, the organization works to protect your interests on a national level and offers many other benefits including information about awards, scholarships and ideas to improve your station. Visit the CBI web site (www.collegebroadcasters.org) for more information.



Collegiate Broadcasters, Inc.

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